



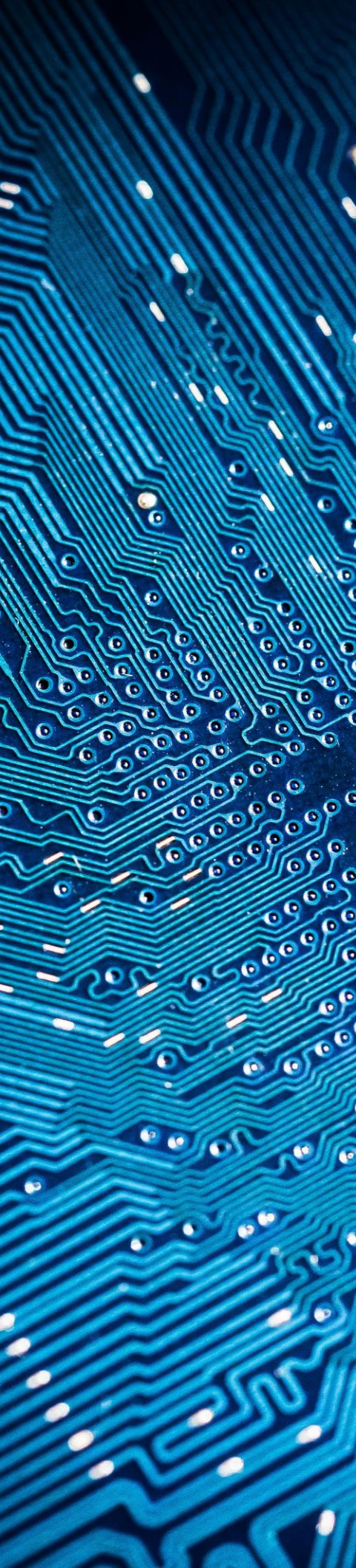
U.S. General Services Administration



# INFORMATION TECHNOLOGY STRATEGIC PLAN

**FY 2018-2021**





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# MESSAGE FROM THE CIO

It is with great pleasure that I present to you the U.S. General Services Administration's Information Technology (GSA IT) Strategic Plan FY 2018-2021 – an essential guide that outlines our IT strategic goals, objectives and initiatives over the course of the next four years.

When I was appointed Chief Information Officer (CIO) in 2015, we were in the midst of bringing all of the agency's IT people, processes and technology into one organization, now called GSA IT. The planned restructuring and realigning of resources and budgets allowed us to be a more streamlined and efficient IT organization, opening opportunities for us to reduce duplication and reevaluate how we provide services to our customers.

GSA's mission is to “deliver value and savings in real estate, acquisition, technology, and other mission-support services across government.” In support of this mission, GSA IT strives to provide innovative, collaborative and cost-effective IT solutions, while delivering excellent customer service to our federal partners and agencies.

GSA IT brings a rich tradition as strategic thought leaders in technology services, and we have a responsibility to innovate on behalf of the federal government. By migrating our massive infrastructure to the cloud – including email, service desk, collaboration, human resources – we are able to reduce our operational costs and reinvest those savings into additional technology transformations. We were the first agency to move to the cloud, and we want to help other federal agencies do so as well.

This IT Strategic Plan defines the overall scope and approach for how GSA IT will provide the necessary IT support to achieve our organizational goals for fiscal years 2018 through 2021. In developing this IT Strategic Plan, we engaged our customers and all levels of GSA IT to work collaboratively to refine the new GSA IT mission and vision, strategic goals, objectives and initiatives to ensure they were clear, concise, meaningful and achievable.

The role of the GSA CIO comes with a legacy of innovation and responsible stewardship of taxpayer dollars. I intend to keep GSA IT headed in the direction that has made us the finest IT organization in the federal government and expand on the mission of delivering the greatest IT value to our internal and external partners.



David Shive  
U.S. General Services Administration  
Chief Information Officer

# INTRODUCTION

GSA provides government agencies with a full suite of mission-support services – including real estate, acquisition, and technology – that are easy to use, reliable, and cost-effective. GSA provides centralized procurement for the federal government and helps agencies build and acquire office space, products and other workspace services. GSA IT enables this mission by delivering innovative, collaborative and cost-effective IT solutions and services to our customers.

This IT Strategic Plan outlines the direction for GSA's technology transformation within an ever-changing IT environment. The IT Strategic Plan focuses on fiscal years 2018 through 2021, at which point it will be revised to reflect any new conditions.

An effective Strategic Plan integrates strategy with performance – the strategic goals, objectives, initiatives and metrics are aligned throughout the organization and employees are fully engaged with supporting the strategy and mission. GSA IT used industry-recognized balanced scorecard principles to develop this Strategic Plan, viewing our organizational strategy through the lenses of four perspectives: *Customers, Stewardship, Internal Processes and Organizational Growth*.



In today's climate of declining IT budgets, we must make smarter, informed IT investments and decisions. We held strategy sessions to offer IT leadership, senior management and employees the opportunity to redefine how GSA IT will support the mission. During these sessions, our strategy teams collaborated to refine GSA IT's mission, vision, goals, and initiatives for clarity, meaningfulness and achievability. Engaging our employees and customers is imperative to understanding where GSA IT excels and where we can improve our services. We gained insight through customer surveys, meetings, and our Ask the CIO Anything feedback sessions. Their invaluable feedback shaped our IT Strategic Plan.

The result: a new IT mission and vision, five strategic goals and eleven strategic objectives that define our new GSA IT Strategic Framework and serve as the foundation for our IT Strategic Plan FY 2018-2021.



# IT MISSION + IT VISION

The GSA IT mission and IT vision serve as the foundation of the GSA IT Strategic Plan FY 2018-2021. GSA IT delivers innovative technologies and capabilities to GSA and federal agencies so they can successfully fulfill their missions.

## GSA Mission

*Deliver value and savings in real estate, acquisition, technology, and other mission-support services across government*

## GSA Vision

*Effective and efficient government for the American people*

## GSA Strategic Goals

1. Save taxpayer money through better management of federal real estate
  2. Establish GSA as the premier provider of efficient and effective acquisition solutions across the federal government
  3. Improve the way federal agencies buy, build, and use technology
  4. Design and deliver expanded shared services within GSA and across the federal government to improve performance and save taxpayer money
- .....

## GSA IT Mission

*To inspire and drive technology transformation by delivering innovative, collaborative and cost-effective IT solutions and services to our customers*

## GSA IT Vision

*To be recognized as a trusted partner and innovative IT leader in the federal government*

## GSA IT Strategic Goals

1. Our People, Our Culture
2. Mission Delivery
3. Strengthen Cybersecurity
4. Operational Excellence
5. Innovation Leader

# GSA IT STRATEGIC FRAMEWORK

## IT VISION

To be recognized as a trusted partner and innovative IT leader in the federal government

## IT MISSION

To inspire and drive technology transformation by delivering innovative, collaborative, and cost-effective IT solutions and services to our customers

## CORE VALUES

Accountability | Honesty | Lead by Example | Emotional Intelligence

## STRATEGIC GOALS



**OUR PEOPLE,  
OUR CULTURE**



**MISSION  
DELIVERY**



**STRENGTHEN  
CYBERSECURITY**



**OPERATIONAL  
EXCELLENCE**



**INNOVATION  
LEADER**

## STRATEGIC RESULTS

A highly motivated and creative organization that leverages the diverse skill sets of our people, innovative tools and collaborative culture to work productively from anywhere

Deliver the right IT products and services that exceed customer expectations

Protect and safeguard the GSA infrastructure by strengthening our cybersecurity posture and empowering ownership of cybersecurity responsibilities

Collaborate and operate as a high performing organization to deliver quality IT products and services

Explore, take risks, and invest in innovative ideas to help federal agencies do their jobs better

## STRATEGIC OBJECTIVES

**G1-1.** Improve Employee Engagement and Morale  
**G1-2.** One GSA IT Culture  
**G1-3.** Invest, Cultivate and Retain a High-Impact Workforce

**G2-1.** Improve Customer Experience and Satisfaction  
**G2-2.** Partner with Customers to Deliver Quality IT Products and Services

**G3-1.** Improve Awareness and Understanding of Cybersecurity Compliance, Threats and Impacts  
**G3-2.** Enhance Cybersecurity Controls and Tools

**G4-1.** Improve Management Processes to Streamline Day-to-Day Operations  
**G4-2.** Strengthen Governance to Facilitate Decision-Making

**G5-1.** Invest in Innovation to Meet Current and Future Customer Needs  
**G5-2.** Promote an Innovative Culture

## STRATEGIC INITIATIVES

- Employee Recognition Program
- Rotational Program
- Mentorship and Development Program
- Core Values and Practices
- Marketing Outreach
- Workforce Skills Assessment
- Future of Work

- User Experience (UX)
- Network Bandwidth
- Upgrades and Laptop
- Refresh across GSA Regions
- Core Application Performance Metrics
- Cost Transparency for IT Service Delivery
- Asset, Configuration, and Vulnerability Management
- Execute FAS, PBS, and CXO Strategic Priorities
- Transactional Surveys
- Presidential Transition Team (PTT)

- DevSecOps
- Cybersecurity Training
- Standing Security Briefs with Leadership and Customers
- Continuous Diagnostics and Mitigation (CDM) Program
- FISMA Metrics and Audits
- Enterprise Certificate and Key Management

- FITARA Data Center Optimization Initiatives
- Enterprise Infrastructure Solutions (EIS) Network Modernization
- Streamline IT Processes and Frameworks
- Shared Services Model
- Financial and Cost Transparency
- Agile Governance Process
- Digital Innovation for GSA Infrastructure Technologies (DIGIT)

- Research & Development (R&D)
- IT Solution Strategy Roadmap
- Modernize Data Analysis and Management
- Evangelize IT Success Stories
- Technology and Tools Training
- Rebrand GSA IT
- Enterprise IT Service Management (EITSM) platform
- Customer Outreach and Change Management Strategy

## STRATEGIC METRICS

**SM1.** Workforce Engagement and Development Index  
**SM2.** Customer Experience Index  
**SM3.** FAS IT Value Score

**SM4.** PBS IT Value Score  
**SM5.** Corporate IT Value Score  
**SM6.** Cybersecurity Posture Index  
**SM7.** IT Cost Savings and Avoidance

**SM8.** IT Productivity Index  
**SM9.** IT Governance Index  
**SM10.** FITARA Compliance Index

**SM11.** Digital Transformation Index  
**SM12.** Diversity Index  
**SM13.** Environmental Sustainability Index

# STRATEGIC GOAL 1 | OUR PEOPLE, OUR CULTURE

Our success is founded in our people. As the rapid pace of technology changes exponentially, our challenge is maintaining a skilled IT workforce that meets the demands of tomorrow. It is critical for GSA IT to employ talented and experienced professionals who can embrace and adapt to these rapid changes and deliver quality IT products and services to our customers.

In accordance with the [Office of Management and Budget \(OMB\) Directive M-17-22 Memorandum](#), GSA IT is committed to improving the performance, accountability and efficiency of our IT workforce. In June 2016, GSA IT realigned its organizational structure to refine operational efficiencies and service delivery to its customers. GSA IT will focus on developing long-term staffing plans to hire and retain talented IT professionals to meet the IT needs of our customers, while continuing to build and strengthen our organization's unique and diverse culture.

GSA IT is dedicated to developing our IT workforce's core and technical competencies to reduce skill gaps and remain competitive in this dynamic IT environment. Having the right people with the right skill sets will help us build a leaner, more efficient GSA IT to serve the federal government and American people.

## Strategic Result

*A highly motivated and creative organization that leverages the diverse skill sets of our people, innovative tools and collaborative culture to work productively from anywhere*



### OBJECTIVE 1.1 | IMPROVE EMPLOYEE ENGAGEMENT AND MORALE

Since 2012, GSA has proudly ranked among the top six large federal agencies with the highest Employee Engagement Index and Global Satisfaction Index scores in the Office of Personnel Management (OPM)'s annual [Federal Employee Viewpoint Survey \(FEVS\)](#). GSA IT prides itself on managing a successful IT workforce, ensuring that all employees are equipped and enabled with the technology and tools they need to work productively.

GSA IT strives to increase our employee engagement, morale and satisfaction. We will create programs to build team camaraderie, strengthen supervisor-employee relationships, and cross-train employees throughout GSA IT offices. We will establish a Mentorship and Development Program to define IT career paths, advance succession planning, and enrich leadership opportunities. In addition, GSA IT will implement an Employee Recognition Program to reward successes in both IT and non-IT work areas to sustain and improve employee morale.

### OBJECTIVE 1.2 | ONE GSA IT CULTURE

GSA has long been on the forefront leading telework and mobility programs. Evidence from OPM's

[2016 Status of Telework in the Federal Government Report to Congress](#) suggests that not only does telework reduce the federal carbon footprint; teleworkers consistently report more positive job attitudes than those who face barriers to telework.

Teleworking is woven into GSA's culture and is becoming a standard way of working across the federal government. A flexible workforce with the ability to be productive anywhere, anytime and from any device is critical to the success and culture of GSA. With a geographically diverse workforce, it is imperative that we continue to foster an inclusive GSA IT environment, where employees are thoroughly engaged, feel valued, and work toward the same goals and objectives – regardless if they are working virtually or in the office. The tools we provide to employees to perform their jobs have a direct relationship to the success of the organization. GSA IT provides the flexibility for employees to access their work through a variety of methods including Virtual Private Network (VPN) and Virtual Desktop Infrastructure (VDI) using a desktop or web browser via HSPD-12 or two-factor authentication. GSA IT will continue to look for ways to innovate by putting modern and intuitive tools in the hands of employees to help GSA work smarter and more effectively.






Our culture is defined by the interactions, workstyles, and shared values of our individual teams. GSA IT will establish a Rotational Program to provide cross-training opportunities for employees to gain training and experience from other GSA IT organizations. Through this program, employees can gain hands-on knowledge about operations, bring fresh ideas to resolve problems, and identify collaboration opportunities – all of which help ensure that our core values and principles are implemented consistently across GSA IT. Employees can step out of their comfort zone to experience new challenges, recognize their strengths, and find areas for future development which they can share with their teams. A well-rounded workforce will strengthen our culture to becoming a leaner, more efficient GSA IT.

### OBJECTIVE 1.3 | INVEST, CULTIVATE AND RETAIN A HIGH-IMPACT WORKFORCE



In today's IT environment where traditional waterfall methodologies and multi-year delivery no longer apply, the federal government is undergoing a digital transformation. GSA is committed to improving the skills and capabilities of our workforce to support the GSA mission and bridge the digital divide.

The [Clinger-Cohen Act of 1996](#) requires that all federal agencies annually assess their IT workforce skills and capabilities. GSA IT began offering Agile training and Tech Talk workshops to our workforce in 2017 and will continue to educate all employees and customers about this critical cultural shift. We will conduct a Workforce Skills Assessment to identify current staff strengths, capabilities and skill development gaps. We will establish staffing plans to hire and retain talented IT professionals that meet tomorrow's technology demands. GSA IT will partner with the Office of Human Resource Management (OHRM) to develop long-term strategies for recruiting the best talent and offering current employees opportunities for career and IT skill development.

#### EXHIBIT 1-1: SUMMARY OF STRATEGIC INITIATIVES FOR GOAL 1 - OUR PEOPLE, OUR CULTURE

Strategic Objective	Strategic Initiative	Completion Date			
		FY18	FY19	FY20	FY21
<b>Strategic Objective 1</b> Improve Employee Engagement and Morale	Enhance the Employee Recognition Program to balance recognition of high profile and non-high profile projects				
	Establish a Mentorship and Development Program to provide career guidance and create opportunities for Leadership to mentor and interact with employees				
<b>Strategic Objective 2</b> One GSA IT Culture	Expand the GSA IT Rotational Program to improve understanding, ownership and accountability of roles and responsibilities across GSA IT Offices				
	Establish set of GSA IT Core Values and Practices				
	Explore and shift to GSA Future of Work hybrid work environment				



<b>Strategic Objective 3</b>  Invest, Cultivate and Retain a High-Impact Workforce	Enhance Marketing Outreach to attract and recruit the best people to GSA IT				
	Conduct a Workforce Skills Assessment to determine the skills gap of GSA IT employees				

## STRATEGIC GOAL 2 | MISSION DELIVERY

Strong partnerships with our federal and industry partners are vital to the GSA mission. GSA strives to inspire and drive transformation for all of our customers – Federal Acquisition Service (FAS), Public Buildings Service (PBS), GSA Staff Offices, and all federal agencies. The shift to Agile delivery and DevSecOps models enables GSA IT to work even more closely with our customers to align expectations, increase transparency, and deliver faster IT solutions to support their core business functions. We will apply human-centered design (HCD) principles to our mission applications to further improve the customer and end user experience.

GSA IT deploys collaborative, cost-efficient and innovative IT solutions to our customers. GSA was the first federal agency to move its email system to the cloud to advance our mobile workforce, realizing cost savings and reducing carbon footprint. Adopting a scalable enterprise cloud service enabled GSA to consolidate help desks into a single comprehensive platform, further reducing operational costs and improving overall customer experience. Through these and other IT initiatives, GSA has established itself as a cross-government leader and the go-to agency for driving technology transformation.

### Strategic Result

*Deliver the right IT products and services that exceed customer expectations*



### OBJECTIVE 2.1 | IMPROVE CUSTOMER EXPERIENCE AND SATISFACTION

Smart IT solutions put users first. GSA IT will partner with the Office of Customer Experience (OCE) to embed HCD principles and practices to our IT solutions. This method will allow GSA IT to further understand and focus on the human perspective in the design and development process. By working closely with our customers, we can leverage their perspective into creative, smart IT solutions that work for them, resulting in improved user experience and satisfaction. GSA IT will implement performance tools to track core application metrics and measure user experiences, allowing us to continuously improve our IT service offerings.

GSA IT will continue to invest in our infrastructure to ensure consistent, peak application performance across all GSA regions and locations. We will replace and refresh all laptops and desktops to ensure compliance with GSA standard specifications and in accordance with the GSA uniform refresh cycle. GSA IT will upgrade all legacy T1 circuits at field offices to a new Multiprotocol Label Switching (MPLS) network, increasing our network bandwidth, performance, agility and enterprise capabilities.

The benefits of cloud computing are well known – pay-as-you-go flexibility, rapid delivery, reduced carbon footprint and improved reliability. As GSA continues its journey to the cloud, our IT infrastructure, technical skill sets, and culture must adapt to the new environment. Aligning with Agile delivery, GSA IT developed a breakthrough Lightweight Security Authorization Process that enabled mission applications to be assessed and deployed with critical IT security controls, making it easier to deploy securely and efficiently to the cloud. GSA IT will keep working with our customers to identify IT improvement areas that impact delivery of key

mission-critical services.

## OBJECTIVE 2.2 | PARTNER WITH CUSTOMERS TO DELIVER QUALITY IT PRODUCTS AND SERVICES






In software development, DevOps is the concept of improving communication and collaboration between *development* and *operational* teams in order to meet Agile's fast-paced delivery methodology. Over time, as security risks become more apparent, traditional security processes became burdensome for DevOps. The introduction of DevSecOps (*development, security and operations*) is rooted in the premise that security is not just the responsibility of the security teams, but of the entire organization. Agile, DevSecOps and cloud computing go hand-in-hand and rely on teamwork. With this modular and collaborative approach to application development and incremental delivery, project risk is reduced and IT value is delivered expediently to our customers.

Transparency in communication is crucial to building trust with our business partners. GSA IT will continue to team up with our customers to ensure that the GSA mission objectives are met and IT needs are supported. GSA IT will continue to support and solidify the security posture of PBS applications and buildings systems and increase the number of high performance buildings. We will continue to provide federal agencies with innovative and efficient means of acquiring products and services. GSA IT will work with our customers to successfully execute their IT strategic plans and implement the right IT solutions to support their mission-critical programs, applications, and delivery of services.















As security threats continue to grow, we face the challenge of protecting sensitive information on our GSA assets and applications. With a geographically diverse and mobile workforce, GSA IT must be diligent in implementing Asset, Configuration, and Vulnerability Management processes to reduce waste and mitigate vulnerabilities across the GSA enterprise.

As defined by the [National Institute of Standards and Technology \(NIST\)](#), an "asset" is a major application, general support system, high impact program, physical plant, mission critical system, personnel, equipment, or a logically related group of systems. *Asset management* enables GSA IT to identify and inventory all assets that are actively or passively connected to the network. By locating and deactivating unused hardware and software licenses, we can save money for our customers and eliminate potential threat entry points to our IT infrastructure. *Configuration management* determines if asset configurations are enforced and compliant with GSA's standards and policies. Lastly, *vulnerability management* monitors the assets' security posture and patch levels across the enterprise with respect to potential vulnerabilities.

EXHIBIT 2-1: SUMMARY OF STRATEGIC INITIATIVES FOR GOAL 2 - MISSION DELIVERY

Strategic Objective	Strategic Initiative	Completion Date			
		FY18	FY19	FY20	FY21
<b>Strategic Objective 1</b>  Improve Customer Experience and Satisfaction	Enhance User Experience (UX) with IT services through cloud and Agile development				
	Invest in network bandwidth upgrades and laptop refresh to ensure consistent and improved application performance across GSA regions and locations				
	Implement Core Application performance metrics tool to track and measure user experience from customers				
	Promote transparency and simplify status reporting to customers				
	Shift to Application Transactional Surveys to improve responsiveness to customer feedback				



<b>Strategic Objective 2</b>  Partner with Customers to Deliver Quality IT Products and Services	Implement Asset, Configuration, and Vulnerability Management to mitigate vulnerabilities and ensure visibility across every asset				
	Develop and execute on the FAS IT Strategic Plan to include but not limited to: <ul style="list-style-type: none"> <li>Commercial Platform (<i>Catalog Management, Federal Marketplace, FSS-19 Modernization, MAS Consolidation</i>)</li> <li>Systems Modernization (ASSIST, beta.SAM.gov, Fleet, Transportation Systems)</li> <li>Shared Services</li> </ul>				
	Develop and execute on the PBS IT Transformation Plan to include but not limited to: <ul style="list-style-type: none"> <li>Electronic Acquisition System Integration (EASi)</li> <li>electronic Project Management (ePM)</li> <li>Enterprise Project Management Information System</li> <li>PBS Application and Data Modernization Strategy</li> <li>Portfolio Management System</li> <li>Real Estate Exchange (GREX)</li> <li>Security of Building Systems (SBS)</li> </ul>				
	Develop and execute on the CXO IT Strategic Plan to include but not limited to: <ul style="list-style-type: none"> <li>Consolidation of Ancillary Financial Systems</li> <li>Cornerstone OnDemand (CSOD) Learning Management System</li> <li>Enterprise Document Management System (EDMS)</li> <li>eRulemaking</li> <li>Government Invoicing (G-Invoicing)</li> <li>GSA Insite</li> <li>HRLinks</li> <li>Integrate Regulatory Information Service Center in (ROCIS)</li> <li>NewPay</li> <li>Robotics Process Automation (RPA) Enterprise Platform</li> </ul>				
	Initiate, test and deploy IT services and infrastructure in support of the 2020 Presidential Transition Team (PTT) needs				

# STRATEGIC GOAL 3 | STRENGTHEN CYBERSECURITY

Cybersecurity threats grow more intricate and sophisticated by the day. GSA's risk management strategy is a balanced combination of accepting and mitigating risks - known and active threats, exploited vulnerabilities, and impact of compromise - that are considered alongside strategic, operational and budgetary factors. GSA IT will modernize and strengthen our cybersecurity defenses to proactively address known and evolving threats. The DevSecOps model integrates security factors into Agile delivery of all IT products and services. We will establish an outreach campaign that focuses on improving organizational awareness and understanding of cybersecurity compliance, threats, and impacts to GSA.

In alignment with the Presidential Executive Order (EO) 13800 on *Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure*, GSA IT is committed to implementing the [Cybersecurity Framework](#) as established by the National Institute of Standards and Technology (NIST). Through our established Enterprise Risk Management (ERM) Program, GSA IT will put in place cybersecurity tools, policies, and processes that help us mitigate risks and manage vulnerabilities.

## Strategic Result

*Protect and safeguard the GSA infrastructure by strengthening our cybersecurity posture and empowering ownership of cybersecurity responsibilities*



## OBJECTIVE 3.1 | IMPROVE AWARENESS AND UNDERSTANDING OF CYBERSECURITY COMPLIANCE, THREATS AND IMPACTS

Security is the shared responsibility of everyone in an organization. GSA IT provides a wide array of cybersecurity services across GSA to protect the organization's sensitive information, while monitoring and responding to threats and breaches to our network. As security threats become more elaborate and our customers rely more heavily on evolving technologies to support their mission, it is critical that our cybersecurity tools and controls effectively identify and mitigate vulnerabilities in our IT infrastructure.

GSA IT recognizes that the entire GSA community has a role in helping to maintain sound cybersecurity practices. GSA IT is dedicated to educating our workforce about vital cybersecurity practices and the potential impact of cybersecurity compromise. We will launch a training and outreach campaign to educate employees on current and potential cybersecurity threats, allowing them to experience simulated impacts of security compromises. Each GSA employee must be empowered to assess and prevent potential cybersecurity threat situations. We will brief GSA executives regularly on the implementation progress of the Cybersecurity Framework, Cyber Risk Register threats, and President's Management Council (PMC) and Federal Information Security Modernization Act (FISMA) performance measures.











## OBJECTIVE 3.2 | ENHANCE CYBERSECURITY CONTROLS AND TOOLS

A cybersecurity attack can cripple an infrastructure and disrupt organizational operations, jeopardizing our data and sensitive information. For GSA IT to deliver quality IT solutions, the enabling infrastructure needs to be protected and fully up-to-date to maintain availability, optimal functionality and performance. GSA has network and endpoint security products in place to lower the risk of these attacks. Because today's malware is sophisticated and ever-evolving, we require the most advanced defenses to prevent and mitigate these types of cybersecurity attacks. To combat these attacks, GSA IT will actively pursue next generation security tools that utilize artificial intelligence (AI) and virtual sandboxing. In coordination with the Office of Inspector General (OIG), GSA IT will diligently remediate FISMA audit findings and close vulnerability gaps to strengthen our cybersecurity posture.

We are a highly mobile workforce with an increasing number of Internet-connected devices and online portals, so our devices must be authenticated with digital certificates. Inadequately managed, expired or unaccounted for certificates leave an organization vulnerable to breaches. Enterprise certificate and key management are crucial as vulnerabilities can result in wasted money, time and resources. To further protect our systems and infrastructure network, GSA IT will implement enterprise certificate and key management capabilities for both on the premises (on prem) and cloud-based solutions to further protect our systems and infrastructure network. GSA IT will implement the Continuous Diagnostics and Mitigation (CDM) Program, which provides GSA IT the capability to continuously search and identify cybersecurity flaws on the network. Once identified, we will address the cybersecurity risks based on CDM's severity algorithm of standard and weighted scores.

GSA IT will conduct security and cloud-strategy assessments across our existing IT infrastructure to identify security upgrade potential and implement applications that minimize downtime for patching and failover instances. We will continuously evaluate, test, and implement security technology to maintain a modernized, resilient IT infrastructure.

**EXHIBIT 3-1: SUMMARY OF STRATEGIC INITIATIVES FOR GOAL 3 - STRENGTHEN CYBERSECURITY**

Strategic Objective	Strategic Initiative	Completion Date			
		FY18	FY19	FY20	FY21
<b>Strategic Objective 1</b>  Improve Awareness and Understanding of Cybersecurity Compliance, Threats and Impacts	Implement DevSecOps to improve response time of cloud authority to operate (ATO)				
	Develop expanded set of Cybersecurity Educational Training for employees that focuses on increasing awareness of cybersecurity roles and tasks				
	Conduct standing security meetings with cybersecurity leadership and customers to review security matters				
<b>Strategic Objective 2</b>  Enhance Cybersecurity Controls and Tools	Implement Continuous Diagnostics and Mitigation (CDM) Program to increase security posture				
	Remediate FISMA Metrics and Audits				
	Implement Enterprise Certificate and Key Management capability for on prem and cloud				



# STRATEGIC GOAL 4 | OPERATIONAL EXCELLENCE

GSA IT takes pride in delivering quality IT products and services to our customers that contribute to the overall success of GSA and the federal enterprise. In a climate of declining IT budgets, we must be able to do more with less. To become a more efficient GSA IT, we must continually assess and evaluate our internal operations to find opportunities for improvement to maintain our standards of excellence. These standards are driven by clearly defined IT management policies and processes and the ability to effectively communicate them; a robust governance structure that promotes sound decision-making for IT investments; and an effective performance management framework that identifies where organizational improvements can be made to better support our customers and internal operations. As these drivers continue to evolve, GSA IT will provide more effective IT solutions within the IT community and across our business lines.

## Strategic Result

*Collaborate and operate as a high performing organization to deliver quality IT products and services*



### OBJECTIVE 4.1 | IMPROVE MANAGEMENT PROCESSES TO STREAMLINE DAY-TO-DAY OPERATIONS

GSA IT must align and adapt our IT management policies and processes to support this shift to shorter, incremental delivery cycles. Processes not essential to the core mission will be streamlined or eliminated as we identify opportunities to automate. GSA IT will assess all internal IT processes and determine where we can promote operational efficiency and cost savings or avoidance. We will reinvest these cost savings into advancing our technical capabilities and improving the delivery of critical IT mission functions and services to customers.

Enacted in 2014, the [Federal Information Technology Acquisition Reform Act \(FITARA\)](#) gives federal agency Chief Information Officers (CIOs) greater authority over IT investments and requires stronger partnership and collaboration between the CIOs and agency senior executives. In accordance with FITARA, GSA IT established the [GSA Enterprise Information Technology Management \(ITM\) Policy](#), which outlines the authorities, responsibilities and policies of GSA IT in the management of all IT solutions, resources and shared services. The ITM Policy ensures that the GSA CIO is involved in the planning, programming, budgeting, execution, reporting, management, governance and oversight functions of all IT solutions and ensures IT will be managed in compliance with all statutory, regulatory, OMB, and agency requirements.

In alignment with FITARA and [OMB Memoranda 16-19, Data Center Consolidation Initiatives \(DCOI\)](#), GSA IT has been steadfast in implementing initiatives to promote the use of greener IT. By reducing the number of data centers through consolidation, we are able to reduce data center costs for hardware, software, operations, and energy consumption as well. To date, GSA IT has closed over 100 data centers – decommissioning,

consolidating and virtualizing thousands of servers, and bringing us closer to our goal of two collocated data centers.

Through the Enterprise Infrastructure Solutions (EIS) Network Modernization initiative, GSA IT will replace the legacy GSA network with an upgraded MPLS network that offers increased agility and enterprise service capabilities using a managed service, where risk is shifted to the carrier. With the move to a carrier-managed MPLS network and increased network bandwidth at field offices, GSA will see improved user experience, faster access to mission applications, and enriched voice, video and media capabilities.

## OBJECTIVE 4.2 | STRENGTHEN GOVERNANCE TO FACILITATE DECISION-MAKING

In today's fiscally conservative climate, the ability to make smarter IT investment decisions has become increasingly paramount. To make smarter IT decisions, we must truly understand the total cost of ownership and have transparency and visibility into our IT spending. As the leading federal agency to adopt and implement a cost transparency framework, known as [Technology Business Management \(TBM\)](#), GSA IT is showing our customers the true value of their IT investments and how the use of technology can help achieve measurable, positive business outcomes. Through aligning our financial data to the standard taxonomy and cost model of TBM, our customers can visualize the tradeoffs between cost, quality and value to make smarter, informed, data-driven decisions.

A solid governance framework drives effective decision-making. GSA has established senior-level governance bodies in the Investment Review Board (IRB) and Executive Steering Committees (ESCs) to ensure proposed investments are aligned with the mission and agency priorities. In an Agile environment, GSA can no longer spend months on investment decisions. GSA IT must streamline the traditional governance and review process to be leaner and responsive, enabling quicker decisions on IT investments.

### EXHIBIT 4-1: SUMMARY OF STRATEGIC INITIATIVES FOR GOAL 4 - OPERATIONAL EXCELLENCE

Strategic Objective	Strategic Initiative	Completion Date			
		FY18	FY19	FY20	FY21
<b>Strategic Objective 1</b>	Implement FITARA Data Center Optimization Initiatives (DCOI)				
Improve Management Processes to Streamline Day-to-Day Operations	Implement Enterprise Infrastructure Solutions (EIS) Network Modernization				
	Streamline IT Processes and Frameworks to improve delivery and reduce process redundancies				
	Leverage Shared Services Delivery Model to consolidate business operations, eliminate redundancies and lower costs				
	Transition to Digital Innovation for GSA Infrastructure Technologies (DIGIT)				
<b>Strategic Objective 2</b>	Implement financial and cost transparency best practices to improve visibility into our IT spend and investments				
Strengthen Governance to Facilitate Decision-Making	Implement an Agile Governance Process to improve IT investment decision-making and oversight				

# STRATEGIC GOAL 5 | INNOVATION LEADER

Innovation is in our DNA. GSA strives to be a leader in providing new and innovative IT solutions for its internal customers and federal partners. As business demands increase and technologies change, GSA IT must diligently identify and invest in the latest technological trends. We must incorporate them into the IT solutions we deliver to customers and stakeholders in a smart, effective manner. GSA has established the Chief Technology Officer (CTO) and Chief Data Officer (CDO) roles, dedicated to strategizing the future of innovation and maximizing on technology investments for GSA and the entire federal enterprise. The CTO will ensure that GSA's technology adoption and implementation is shareable, agile, innovative, and user-centric. The CDO will verify that any information exchanged is coordinated and compliant with data standards.

As an innovative IT organization, we cannot be afraid to take risks and break the glass ceiling of the federal government. GSA brings subject matter expertise and lessons learned – from being the first to the cloud, to one of the first large agencies to consolidate our IT under one CIO. GSA IT has a responsibility to innovate on behalf of the federal government, inspiring and driving technology transformation so all federal agencies can successfully accomplish their missions.

## Strategic Result

*Explore, take risks, and invest in innovative ideas to help federal agencies do their jobs better*



## OBJECTIVE 5.1 | INVEST IN INNOVATION TO MEET CURRENT AND FUTURE CUSTOMER NEEDS

GSA recognizes that data is a true enterprise asset. Over the last several years, GSA has become a data-driven organization, focused on unleashing the power of information. We implemented our enterprise data analytics platform, [Data to Decisions \(D2D\)](#), to improve how GSA collects, manages, and analyzes complex data and drives smarter decision-making. D2D provides cloud-based data analytics capabilities for our workforce to see dynamic data visualizations in real-time, enabling users across the agency to pinpoint trends, make data-driven decisions, and forecast outcomes. At GSA, we believe in data transparency and accessibility, so we share our data expertise across the federal enterprise.

Agile implementations increase transparency, reduce costs and help safeguard against small mistakes becoming big mistakes. As federal innovators, sometimes we must fail in order to learn from our mistakes and be able to teach and share with others.

Our ability to discover, define, and evaluate the value of new offerings is dependent on the ability to research and develop new solutions. To be a leader in federal innovation, we can celebrate our successes but also learn from our failures and share the lessons with our peers. GSA IT will invest in a cloud-based Research and Development (R&D) laboratory to develop and test new products and technologies for GSA. In the lab, we can evaluate emerging technologies, conduct data analysis to understand impacts and risks, and demonstrate



untested functionality for user evaluation. As a non-production environment, the R&D lab will have a lower barrier to entry for analyses like market research and security evaluations. GSA IT will develop an IT Solution Strategy Roadmap to outline our plan to execute future technology solutions that improve business value to our customers.








## OBJECTIVE 5.2 | PROMOTE AN INNOVATIVE CULTURE

At GSA IT, we encourage taking measured risks because we understand that for innovation to work, change must be fully embraced across the entire organization. For federal agencies, fully leveraging and adopting cloud computing technology offers many advantages – no hardware and software to maintain, reduced carbon footprint, and improved service, cost savings, and reliability. The challenge for the federal government is understanding and establishing the right acquisition model for Agile and Cloud services. The shift to cloud computing is not just a technical change, but a cultural one as well.

GSA IT is committed to developing a robust IT Technology and Tools Training Program to educate our workforce about the tools and technologies that allow us to successfully develop and implement Agile-based IT solutions. We began offering a series of data practitioner courses to help GSA and our business partners gain data science skills through hands-on classes and community building. Building a foundational understanding of these cutting edge technologies across GSA is critical to the success of our mission. GSA IT will lead this transition by cultivating an Agile mindset across the agency and sharing our IT successes and lessons learned with our agency partners.

As GSA seeks to be a customer-first, innovation-driven organization, GSA IT needs to support its business partners. GSA IT could not be on the forefront of innovation and technology across the federal government without the strong support of our agency leadership and business partners within FAS, PBS and GSA Staff Offices.

EXHIBIT 5-1: SUMMARY OF STRATEGIC INITIATIVES FOR GOAL 5 - INNOVATION LEADER

Strategic Objective	Strategic Initiative	Completion Date			
		FY18	FY19	FY20	FY21
<b>Strategic Objective 1</b> Invest in Innovation to Meet Current and Future Customer Needs	Invest in Research & Development (R&D) activities to improve business value and development of new GSA products and services				
	Develop IT Solution Strategy Roadmap				
	Modernize Data Analysis and Management to drive open data, transparency, and data accessibility across the enterprise				
	Deploy Enterprise IT Service Management (EITSM) platform with self-service and advanced artificial intelligence (AI) capabilities				
<b>Strategic Objective 2</b> Promote an Innovative Culture	Evangelize IT success stories across GSA and governmentwide				
	Conduct Technology and Tools Training for consistent understanding and to garner top level support				
	Develop Customer Outreach and Change Management Strategy to improve the adoption and usage of enterprise tools				

# STRATEGIC PERFORMANCE METRICS

The GSA IT strategic performance metrics provide a tangible performance target and means for tracking progress over time. We will establish and track these strategic and operational metrics using a balanced scorecard methodology, giving GSA leadership a comprehensive view of GSA IT's health and performance.

Strategic Goal	Metric	Description
<b>Strategic Goal 1</b> Our People, Our Culture	<b>Workforce Engagement and Development Index</b>	Measure employee engagement, professional career development and FEVS benchmarking.
	<b>Diversity Index</b>	Measure IT workforce inclusion, diversity, equity, and accessibility.
<b>Strategic Goal 2</b> Mission Delivery	<b>Customer Experience Index</b>	Measure the customer's satisfaction and experience with GSA's IT services and solutions.
	<b>FAS IT Value Score</b>	Measure core mission application performance indicators that are critical to our FAS customers.
	<b>PBS IT Value Score</b>	Measure core mission application performance indicators that are critical to our PBS customers.
	<b>Corporate IT Value Score</b>	Measure core mission application performance indicators that are critical to our GSA Staff Office customers.
<b>Strategic Goal 3</b> Strengthen Cybersecurity	<b>Cybersecurity Posture Index</b>	Measure the health of cybersecurity activities including outstanding critical and high risk vulnerabilities and authority to operate assessments.
<b>Strategic Goal 4</b> Operational Excellence	<b>IT Productivity Index</b>	Measure the total labor hours saved through elimination, optimization, and automation projects.
	<b>IT Cost Savings and Avoidance Index</b>	Measure IT cost savings and avoidance opportunities.
	<b>IT Governance Index</b>	Measure efficiencies of audit compliance and IT investment reviews across governance bodies.
	<b>FITARA Compliance Index</b>	Measure performance and compliance in accordance with FITARA.
<b>Strategic Goal 5</b> Innovation Leader	<b>Digital Transformation Index</b>	Measure performance and efficiencies realized through cloud adoption, open source, and shared services.
	<b>Environmental Sustainability Index</b>	Measure energy efficiencies through energy-efficient IT purchases, equipment recycling, and smart building technologies.



**U.S. General Services Administration**

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